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29 March 1955

MEMORANDUM FOR: Director of Training

SUBJECT: Major Recommendations of the Wriston Committee

1. The recommendations of greatest interest to us had to do with recruitment of young Foreign Service officers at class 6, the entrance level, and with training.

2. To improve recruitment and selection procedures, the Committee recommended that the Department:

a. Clear up the backlog of eligible candidates by expediting the appointment of those who had passed previous examinations.

b. Establish planned levels of recruitment with quotas based on population, by States.

c. Shorten the written examination to one day; revise it so as to afford opportunities of success to candidates of varied backgrounds; offer it annually in each State or region; offer the physical and oral examinations in each State or region rather than in Washington; speed up the examination and clearance process so that qualified candidates could be offered appointment by the end of their school year.

d. Put on a vigorous and sustained program of relationships with the colleges and universities so as to attract the best college students to the Service.

3. To improve training, the Committee recommended:

a. That the Department's training needs be projected five years ahead.

b. That the FSI be taken out of the Office of Personnel and be attached to the Deputy Under-Secretary for Administration.

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JOB NO. BOX NO. FLD NO. DOC NO. Z NO CHANGE
IN CLASS/ DECLASS/ CLASS CHANGED TO: TS S C RET. JUST. 22
NEXT REV DATE 9/10/69 REVIEWED 20/6/99 TYPED OC. 02
NO. PGS 15 CREATION DATE 11/01/51 ORG COMP 11/01/51 ORG CLASS 8
REV CLASS C REV COORD. AUTH: HR 733

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c. That the Institute be strengthened substantially in leadership, staff, and funds.

d. That procedures be established to evaluate training activities and results, and that successful participation in training be given full recognition in the matter of promotions.

e. That emphasis be given to more training in language and area knowledge; a revitalized program for broadening the perspective of officers in intermediate grades; a program of training for senior officers, involving internal as well as external programs; and an improved basic training program for newly appointed officers.

4. Action on the above, to date, includes:

a. The backlog of eligible candidates has been largely liquidated by appointment of some 85 officers who had long been waiting.

Dept of State
b. The planned level of recruitment, aiming at an estimated annual intake, after 1955, of around 250 class 6 officers per year, is to be worked out on a flexible quota basis this year.

for the Foreign Service
c. The examination procedure has been revised; some 65 examination points have been established in the States and Territories, plus all Foreign Service posts abroad; and two examinations are to be conducted this year. ~~Details are set forth in the attached pamphlet and announcement.~~

d. Up to fifteen recruiting teams of two men each have been working since early this year, covering every college and university of any significance in the U.S., including agricultural and technical schools. Some 3000 candidates are expected to apply for the first of this year's examinations in June, and another exam will be offered in the autumn. Hereafter, it will be an annual affair. It is the Department's objective to meet substantially all its junior officer requirements hereafter, for service at home and abroad, through this program.

e. As for training, planning is being pushed to establish the projection of needs.

f. Mr. Loy Henderson has stated that the training function will be taken out of Personnel in the next few weeks, now that a new Director is aboard.

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g. The Institute is receiving additional funds to make possible a gradual expansion.

h. Training evaluation procedures are still in the planning stage, but the principle has been established that the annual Selection Panels will give full weight to training records in recommending promotions and reassignments.

i. Additional language training programs are being established in field posts; a three-month Foreign Affairs course has been reestablished and made a continuing program for middle-grade officers; and a three-month basic course has been revived for newly appointed officers. Planning continues on programs for senior officers, and for specialized training.

5. The Committee made many other recommendations, but they are largely of internal interest in the Department. If a more complete summary of progress on the entire program is desired, it can be prepared at any time.

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Chief, Basic School

Attachments: 2

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